

CHIEF FINANCE AND OPERATIONS OFFICER

Start Date: July 2027 or sooner

Baldwin School

Bryn Mawr, Pennsylvania | baldwinschool.org

Carney Sandoe & ASSOCIATES

MISSION STATEMENT

The Baldwin School, an independent college preparatory school, develops talented girls into confident young women with vision, global understanding, and the competency to make significant and enduring contributions to the world. The School nurtures our students' passion for intellectual rigor in academics, creativity in the arts and competition in athletics, forming women capable of leading their generation while living balanced lives.

At a Glance

1888
established

574
total enrollment

51%
students of color

99
total faculty

80%
faculty with advanced degrees

6:1
student-faculty ratio



OVERVIEW

A PreK-12 all girls community on Philadelphia's mainline, The Baldwin School is dedicated to a tradition of excellence in education. In a nurturing atmosphere that reflects socioeconomic, ethic, and religious diversity, Baldwin's 574 students develop scholarship, leadership, and citizenship within a community that emphasizes intellectual rigor, ethical integrity, and independence of thought. The Baldwin School fosters confident and resilient learners who take pride in their work and are eager to apply their learning in the world beyond Baldwin's campus. Deeply invested in how girls learn best, Baldwin is intentional in helping every girl to reach her full potential. The sense of community and connection is palpable, and the Baldwin sisterhood is one of bonds that last a lifetime.

Founded in 1888 by Miss Florence Baldwin as "Miss Baldwin's School for Girls," the school has flourished for more than 135 years. Baldwin offers a rich curriculum that emphasizes interdisciplinary studies and real-world problem solving in state-of-the-art facilities, and students are mentored and taught by an exceptional faculty, who challenge their students as thinkers, leaders, and community members. Adults and students alike are excited about learning and continually push each other to be better. Grounded in a rich history and meaningful traditions, Baldwin is also a place where new perspectives are welcomed and embraced and where growth and change are a natural part of the culture.

Baldwin School now seeks a seasoned and thoughtful professional to serve as the school's next Chief Finance and Operations Officer (CFOO), assuming the role in July 2027. Reporting to the Head of School, Lynne Macziewski, the CFOO serves as Baldwin's senior leader for all finance and operational activities, stewards a $25.9 million budget and a $46.3 million endowment, acts as a strategic thought partner to both the Head of School and Board of Trustees, is a member of the senior leadership team, and collaborates with colleagues throughout the school community. The successful CFOO will join a close-knit community dedicated to excellence and will have the opportunity to contribute to the school's continued growth and success through experienced financial stewardship, collaboration and innovative thinking, operational efficiency, and strategic planning and execution. Additionally, a technically strong CFOO who is also an approachable and visible people leader, a strategic partner who will listen and learn, build trust, address immediate needs, and set a five-year trajectory for the school's finances and operations will best serve this role.



OPPORTUNITIES AND CHALLENGES

Baldwin's next CFOO arrives at a moment of genuine financial strength and opportunity to strengthen how the school plans, communicates, and operates. The new CFOO will find the following opportunities and challenges awaiting them:

Building on a Strong Financial Foundation: Baldwin's comprehensive fundraising campaign surpassed its initial $15 million goal, tripling the school's endowment, which now stands at $46.3 million. The school's audit letter was strong, and enrollment has increased. The CFOO will steward this foundation in partnership with the Head of School, Board of Trustees and the Advancement team. The task ahead is to translate the campaign's success into long-term financial sustainability, accompanied with clear and timely reporting.



A Transparent, Collaborative Budget Process: The CFOO will have the opportunity to establish a clear and participatory budget process, with regular reporting to budget holders. Clear communication about budget decisions, and the reasoning behind them, will be essential to building trust. Budget owners across the school are eager for greater visibility into their budgets and a strong partnership with the business office.

Strategic Financial Aid and Revenue Planning: Baldwin's $4.2 million financial aid budget supports 35% of its students. Working closely with Enrollment Management, the CFOO will bring strategy and partnership to financial aid, tuition discounting, and tuition remission processes, and will help the school plan thoughtfully for revenue that depends on enrollment. A CFOO who connects these decisions to Baldwin's mission and long-term financial model will be a valued partner to the Head of School and the Board of Trustees.

Leading and Developing the Business Office: Baldwin's business office team is eager for a strong team leader who is approachable, responsive, and collaborative. The CFOO will have the opportunity to establish a clear business office structure, regular staff meetings, consistent feedback, and access to professional development. For a leader who enjoys developing people, this is a chance to build a strong and cohesive team.

Facilities, Capital Planning, and Campus Safety: Baldwin's historic campus is beautiful, and the school is ready to reinvest in its buildings strategically. Facilities needs are now captured in a facilities condition assessment, laying the groundwork for a multi-year capital plan and a healthy deferred maintenance reserve. Working closely with the Director of Facilities and Operations, whose department spans campus safety, dining, contracts, landscaping, transportation, and rentals, the CFOO will help ensure the department is appropriately staffed, and streamline systems for work orders and events.



$4.2M
financial aid awarded

35%
students receiving aid

$46.3M
endowment

$25.9M
annual operating budget

25 acres
campus size



Systems and Thoughtful Change Management: Baldwin has already modernized key business systems, including the adoption of Ramp for spend management, and further decisions lie ahead, among them tuition management and event management software. The business office works in Financial Edge, and Advancement in Raiser's Edge. The community has learned that change succeeds when it is carefully planned and supported with training, FAQs, office hours, and a clear plan to bring people along. The CFOO will lead future system changes with the same thoughtful process, involving the people who will use the new tools from the outset.

A Strategic Partner on the Senior Leadership Team: Baldwin's leaders work as a team to solve larger problems, and they see thoughtful, creative collaboration as essential to that work. The School seeks a CFOO who will act as an equal partner among colleagues, offer constructive challenge, communicate effectively with every audience from the Board to staff, and be a visible presence in the community. The CFOO will collaborate closely with Advancement, Enrollment Management, and other departments, beginning with an extensive listening and learning period to understand the culture before setting a five-year direction for the office.

Strategic Priorities: Baldwin recently undertook a comprehensive, community inclusive strategic planning process to chart its future as an institution while preserving its foundational mission and values. The 2025 Strategic Plan is founded on the four guiding pillars of leading with purpose, cultivating the community, empowering its learners, and reimagining their learning environment. The new CFOO will be instrumental in partnering with leadership on implementation the plan's strategic initiatives.

RESPONSIBILITIES

In addition to embracing Baldwin's mission, supporting its Head and leadership, and representing the school at professional and public forums, the new CFOO has the following primary responsibilities:

- Provide strategic leadership, analysis, and management of finances and operations
- Establish financial and capital strategies that are consistent with the strategic priorities
- Serve on the Head of School's Senior Leadership Team and lead, co-lead, or participate in several other teams and committees
- Oversee all business office functions including all financial reporting to the Head of School, Board of Trustees, various committees, and budget holders
- Serve as chief staff liaison to the Finance Committee of the Board
- Build and/or maintain the school's short- and long-term strategic financial models
- Oversee the administration of the school's endowment
- Oversee school operations including facilities and maintenance, IT, the School Store, and vendors.
- Maintain strong relationships with banks and lenders to ensure that funding is secured for the needs of the school and compliance with loan terms
- Administer and manage all employee benefit programs including health insurance, retirement, workers' compensation, life insurance, and other related plans
- Manage insurance programs including property, casualty, medical, and workers' compensation.
- Ensure compliance with all local and state reporting requirements
- Collaborate effectively with Advancement, Enrollment Management, and other departments
- Participate in diversity, equity, inclusion, and belonging professional development
- Coordinate closely with the Director of Facilities and Operations on oversight of the physical plant, grounds, and construction functions



QUALIFICATIONS AND PERSONAL ATTRIBUTES



- Bachelor's degree required, MBA or CPA preferred;
- 10-15 years of senior-level experience creating and executing financial planning and management strategies;
- Experience in an independent school preferred, though individuals with strong financial and leadership skills are welcome;
- Experience managing a team, setting clear goals, responsibilities, expectations, and clear methods of accountability;
- Experience managing a team, successfully creating cohesion among the team itself;
- Proven record of accomplishment designing, implementing, and managing large-scale organizational change;
- Superb communication skills; excellent written, verbal, and presentation skills;
- Demonstrated ability to understand complex subjects, distill them, and then communicate them to varied audiences;
- Experience on senior administrative teams and working with non-profit Boards;
- Demonstrated experience in measuring and improving organization-wide productivity;
- Demonstrated experience in the development of analysis for strategic decision-making, such as key cost drivers, competitive analysis, market analysis, organizational strengths, and weaknesses, etc.;
- Experience in human resource management, employee benefits (including pension plans), and payroll procedures. Knowledge of business and not-for-profit accounting policies, procedures, practices, facilities, and software programs. Blackbaud experience a plus;
- Ability to think and plan strategically and creatively;
- Ability to supervise, manage, and delegate multiple functions and activities;
- Ability to work effectively under pressure;
- Skilled at negotiating and initiating contracts with external vendors;
- Aptitude for high customer-service standards;
- Consistent demonstration of an entrepreneurial mindset;
- Demonstrated commitment to equitable and inclusive practices;
- Enthusiasm for being part of a school community and its daily life;
- A track record of strong integrity.

LEARN MORE

- School Website
- School History
- Why an All-Girls School
- Diversity, Equity, and Inclusion
- School Profile
- About Bryn Mawr, Pennsylvania
- About Philadelphia, Pennsylvania





TO APPLY

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- A completed Candidate Questionnaire (to be provided by the consultants);
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

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